

Qualifications Highlights:

- Over 11 years of senior leadership (including Acting SES) experience within the Federal government
- 20 years of experience developing effective collaboration with State, Federal and International governments
- Invitational speaker for several national and international conferences
- Authored and co-authored rulemakings and several technical guidance documents
- Secret Clearance

Management Experience:

Associate Director, GS-15

February 2011 - Present

Water Permits Division, US Environmental Protection Agency, Washington, DC

Directed the technical and management oversight to the Division's diverse and multi-discipline staff of 53 employees to implement the National Pollutant Discharge Elimination System (NPDES) Program and oversee the communications, human resources, records management, and resource management to ensure that the functions of the division run in a smooth, efficient, and effective manner.

- I formulated and executed an annual budget of \$6 million dollars for the Division and 10 EPA regions. This funding also supports a five year \$65-million-dollar multidiscipline mission contract that supports key national policy issues and priorities in headquarters and the regions that impact sensitive and a rapidly evolving NPDES programs
- Spearheaded the technical development of two key divisional rulemakings (*Combine Sewer Overflow Notification Rule and NPDES Updates Rule*), and negotiated the corrective action agreement for the Office of the Inspector General's Pretreatment program audit
- Identify key national policy issues and priorities, and recommendations to senior (SES level) management officials concerning implementation or revision of the NPDES regulations and initiatives
- Successfully led the planning process and development of division's reorganization process that reduced the division's four Branches to three Branches.
- Regularly serve as the Acting Division Director for the Water Permits Division

Acting Director (SES Detail), GS-15

December 2013 – August 2014

Field and External Affairs Division, Environmental Protection Agency, Washington, DC

Provided leadership to a division of 47 staff and regions to achieve the Office of Pesticide Programs goals of successfully implementing pesticide policies, guidance development, regulations and training efforts to the States, tribes and the international community.

- Oversaw the Office of Pesticide Program's (OPP) communications link with the Regions, States, Tribes, and foreign governments, providing consistent policy interpretation on issues such as, West Nile, Zika, Ebola and other potential carcinogenic insecticides for public awareness.
- Administered the division's 10-million-dollar budget to support State and Tribal technical assistance, training and outreach education for the field worker protection program.

- Provided leadership and coordination within the OPP by giving a senior level analytical review of all major on regulation and policies, such as Persistent Organic Pollutants, the Worker Protection Standards and the Bug Repellency Graphic.
- Oversaw the Pesticide Program's tribal and international policies, which includes formulation, development, review and coordination of the pesticide policies to establish national and international regulatory consistency.
- Directed staff on the preparation of special reports such as advanced notices of proposed rule-making and other Federal Register notices, progress reports and other studies.

Branch Chief, GS-15

September 2005 – February 2011

Wetlands Division, U.S. Environmental Protection Agency, Washington, DC

Provided leadership to a 13-member Branch to successfully execute the Division and Branch's priorities, and support policy formulation on programmatic and regulatory actions affecting aquatic resources protected under Section 404 of the Clean Water Act.

- Spearheaded the completion of a number of complex, nationally significant, and highly visible issues, including multi-agency actions on compensatory mitigation for impacts to wetlands and streams by finalizing the *Compensatory Mitigation Rule* in 2010, and the scope of Clean Water Act jurisdiction in light of Supreme Court rulings by developing the *Waters of the U.S. Guidance* in 2008.
- Negotiated and influenced other federal agencies (particularly the US Corps of Engineers, which co-regulates implementing the Section 404 program), States, and other stakeholders to develop environmental criteria by which proposed discharges are reviewed, evaluated and permitted.
- Directed final determinations to the field (EPA region and Corps Districts) on permits evaluation for projects and policy matter involving unresolved issues that were elevated to headquarters for higher level review.
- Established a budget plan that achieved Wetlands Division priorities regarding expanding monitoring efforts, improving mitigation success, protecting vulnerable wetlands, and integrating wetlands protection into a watershed planning context.
- Represented the agency in a variety of public and interagency conferences. Also, articulated program interests to senior officials of EPA, other federal agencies and members of Congress.
- Promoted the career development of my staff through encouraging participation in formal career development programs, details, Office of Personnel Management and other training.

Additional Experience

Emergency Response Lead

October 2001 - September 2005

Water Security Division, U.S. Environmental Protection Agency, Washington, DC

- Led the Consequence Management Water Sentinel Program.
- Lead for the development of the EPA's model Emergency Response Guidance, Emergency Operating Procedures and Emergency Response Table-Top exercise and training program.

- Served on various intra-Agency, international and in-house working groups, and committees to focus on Water Security issues with Public Health Officials, FBI, FEMA, Israeli and Russian governments).

Pretreatment Program Co-Team Lead **September 1998 – October 2001**
Permits Division, U.S Environmental Protection Agency, Washington, DC

- Authored the Pretreatment Project Excellent in Leadership (XL)Rule
- Mercury Working Group Lead.
- Gave technical advice as a co-author to inter-agency workgroups for the following rulemakings. (e.g. Cross Media Electronic Reporting and Recordkeeping Rule, Performance Track Rule, Coral Reef Task Force, NASA XL Project and AMSA.).
- Member of the National Stormwater and SSO team.

Industrial Waste Section Supervisor **February 1992 to July 1998**
Systems Engineering & Monitoring Division, Fairfax County Government, Virginia

- Supervised 6 Environmental Inspectors for Fairfax County's Industrial Waste System Regulate Categorical, Significant and non-Significant Industrial Users within Fairfax County sewer service system to ensure compliance with the wastewater plant's local limits.

Environmental Technologist I - Toxicity Biologist **April 1990 – December 1992**
Systems Engineering & Monitoring Division, Fairfax County Government, Virginia

- Performed laboratory analysis on environmental field samples. Test performed includes Whole Effluent Toxicity, ammonia and nitrogen and conventional wastewater analysis and bioassay. Assisted in the collections of Air samples for stack gas emissions and ambient air.

EXECUTIVE CORE QUALIFICATIONS

LEADING CHANGE

As the Associate Director of the Water Permits Division, in 2015, I was challenged with leading and executing the Division's reorganization framework with the goal of reducing the number of Branches from four to three Branches. I also had to accomplish this task without causing a disruption to the staff's workflow and the Division's mission. There was internal pressure driving this change, which was aimed at producing a more equitable Division by reducing the ratio of managers to staff members. Our regions and stakeholder organizations were aware of our charge and were concerned that we would disinvest in activities of interest to them. I was requested by my Office Director (SES) to lead the Division's change to match the strategic vision for Office

To implement this vision, I carefully handpicked an eclectic team comprised of senior and junior staff members from each Branch who I believed were strong strategic thinkers. I articulated the

critical steps I would take to plan and implement the reorganization. First, I directed the team to evaluate and assess the effectiveness of the current organizational structure and operational approach. I then directed them to consider alternative structures and business practices that would improve efficiency of the organization. My focus was to achieve the technical and programmatic functions to effectively align with the priorities of our regions and stakeholders, while also creating better communication flow and career development opportunities across the division.

After reviewing the findings of my charge to the team, I decided on three viable options that I would present to the Division's staff to decide on potential reorganization options. These options included (1) leaving the Branch structure largely the same, but combining two branches into one, (2) redistributing the Branches responsibilities to better integrate commonalities in subject matter and client services, and (3) expanding each branch's responsibilities to focus them each on a set of shared national program activities. Considering the reality of the national resources within the NPDES program, I was also focused on creative ways to do the important work of protecting the environment with a reduced budget and staff.

After my initial presentation to the Division, the climate was mixed, with some senior staff members believing we should "leave well enough alone," while others felt that our operations in the division were clearly too stovepiped. To achieve a consensus, I orchestrated several meetings with all staff and managers, both on and offsite to allow an open and candid discussion. I also conducted staff opinion surveys to garner anonymous feedback on which option they favored. For the resistant senior staff members, I thoroughly explained the many advantages to reorganizing and stressed how crucial their experience and expertise would be to our success. Lastly, I used an open voting policy to get a consensus on several issues and made managerial decisions on several other contentious and lingering issues.

As a result, within four months I had gained full support from my SES Senior Management to move forward with the division's reorganization strategy. I ultimately decided to recommend option 2 which allowed the division to have a consistent message while working with our regions stakeholders.

LEADING PEOPLE

As Chief of the Wetlands and Aquatics Resources Regulatory Branch, I led a 14-member team in a range of programs aimed at protecting and restoring the nation's wetlands and waters of the United States. As a new manager, I inherited an immediate leadership challenge within the Branch structure. While trying to adjust to a series of Acting Branch Chiefs for the previous 18 months, the Branch had lost their identity and passion for what they enjoyed doing—protecting the environment. Moreover, the Branch's two internal teams were working in silos, and team members felt overworked and stressed due to an extremely heavy workload and stringent timelines. Facing this challenge, I set out to reenergize this highly intelligent and dedicated group of professionals into a cohesive team.

I scheduled individual meetings with the branch members to get the current state of operations and identified the organizational strengths and challenges. My vision was to ensure that individual differences were valued and leveraged, however, most importantly I had emphasized that we will work as a committed team. Based on my discussions, I focused on examining the external and internal challenges, developing a nimble and proactive organization, and fostering collaborative, innovative, and a leadership culture that would be important to the success of the Branch. I also realized that the operational tempo could not be sustained without a realignment and workload rebalancing. I decided to develop a matrix management process of having staff work on different activities across the Branch to ensure that we could achieve the organization's mission.

I held a branch meeting to announce the findings of my analysis and the cross-branch matrix management plan. I instituted a matrix management plan that balanced the workload and developed staff's knowledge of the Clean Water Act 404 program. To strengthen the team and form a sense of shared purpose and organizational pride, I established recurring weekly team leader and branch meetings. I used an open door policy so that branch members knew they could approach me at any time. In addition, I routinely acknowledged the team's work and achievements during my weekly managers' meeting. To build rapport in a more informal environment, I also coordinated social activities offsite.

I improved diversity and infused fresh perspectives by hiring a number of fellows and interns. The fellows and interns helped to reduce the amount of stress on the staff, I further diversified my team by hiring several fellows to permanent positions.

My inclusive style of leadership led to impactful results, and within 6 months I had established an equitable and fair workload system, while reducing the workload of the entire branch. During my weekly staff meetings, I noticed much more communication and mutual appreciation between teams and individuals. In this highly engaged and collaborative environment, productivity spiked significantly.

RESULTS DRIVEN

As the acting Division Director (GS 15 in an SES position) of the Field and External Affairs Division, I was responsible for developing and implementing the National Field and International Pesticide Program, and served as the Office of Pesticide Program's primary communications link with the Regions, States, Tribes and foreign governments to provide policy interpretation on public and worker safety impacts of pesticide use. I also was responsible for the division's budget and disseminating the offices communications to the public.

A major issue arose when consumers of bug repellency products pushed for a clear and identifiable way of finding information on product labels that identified how long a product would give them protection. This was a complex issue, as the Centers for Disease Control (CDC) reported that the mosquito-transmitted West Nile virus caused over 36,000 disease cases and 1,500 deaths in the U.S. between 1999 and 2012. Moreover, approximately 300,000 cases of tick-transmitted Lyme disease were reported in the U.S. each year. I was accountable to senior

leadership for enhancing public health information, while seeking and gaining major stakeholder support.

Knowing that not all repellents protect against insects for the same period of time, I collaborated with stakeholders such as the CDC, SC Johnson Company, state pesticide members, and an interagency insect repellent task force to gather crucial information. In close collaboration with these stakeholders, I directed staff to develop a graphic that would articulate the duration of a repellent's efficacy against mosquitoes and ticks. I also instructed my staff to hold focus group meetings with the stakeholders and the public to address all concerns and to develop an online survey to garner national comments about the graphic. While I had initial conversations with SC Johnson, they were not convinced in using the graphic. Based on the information from the public survey, through tough negotiations, I persuaded SC Johnson Company to join in with the EPA.

While SC Johnson agreed to the graphic, after internal discussions with my staff to forge deeper into this issue, I found that the company was concerned with the EPA using old data on the graphic labels. I quickly consulted with the Science Advisory Panel and received their confirmation that the data was valid. I improved accountability by establishing specific time frames to have data reviewed and specific dates for briefing senior management. Next, I negotiated extensively with key staff from SC Johnson and the insect repellent task force.

Through my customer-centric problem solving during this period, I was able to develop a compromise and a plan to proceed forward. The repellency awareness graphic was approved at all levels and will be used by manufacturers, distributors, and retailer advertisements. SC Johnson was satisfied with the outcome and is now using the graphic on several name brand products annually. Most importantly, the EPA demonstrated its commitment to public safety awareness and the new graphic provides consumers with a sense of protection when they buy a product.

BUSINESS ACUMEN

Throughout my leadership tenure at EPA, I have learned to manage and integrate human capital, financial, and technology resources, including complex program budgets exceeding \$191M. For example, in 2014, in my current position as the Associate Director of the Water Permits Division, I formulated and executed an annual budget of \$6 million dollars for my 45-member division and field programs in the 10 EPA regions. After several years of experiencing minimal agency cuts in funding within the division, we experienced a major 10% reduction in Fiscal Year (FY) 2014.

When faced with minimal budget reductions in the past, I typically left regional funding intact and made the cuts at the divisional programmatic level. However, this reduction required me to make drastic cuts to my overall operating plan, I therefore needed to revise my budget projections which would impact the regions. The regions relied heavily on headquarters funding and I knew that any decrease in funding would directly impact their ability to effectively implement the National Pollutant Discharge Elimination System Program. To mitigate the impact, I met internally with the Division's Branch Chiefs and directed them to prioritize all the activities projected for funding during the fiscal year to determine exactly how much money they would need for mission-critical activities.

Next, I emailed the regions indicating that budget cuts might be on the horizon. I followed up with a conference call informing the regions that I must cut their funding from \$1M to \$750K. Regional Managers did not take this news very well, but I calmly and respectfully reminded them of how I had been able to protect 100% of their budgets for the past five years, despite budget cuts at my level. In addition, I informed them about a large multidiscipline mission contract in headquarters (HQ) that could support some of their efforts with the states. Throughout this period, I also carried out my "core" financial management duties. For instance, our budget typically came in midway through the fiscal year, leaving only a few of months to get funds committed. I worked closely with staff to allocate and program all funds and prepare the needed procurement requests.

As a result of my effective financial planning and management, I reduced the budgets across the regions to absorb the impact of the overall cuts. Seven out of the 10 regions took my offer to use the EPA HQ's contract, which saved money and streamlined funds transfers because the regions could use the contract vehicle to perform various technical work, training, and administrative support. In terms of my overall budget, my proactive planning enabled the team to quickly make procurements and execute the budget shortly after the funds were released. For the Division budget, since I asked the Division Branch Chiefs to prioritize their Branch spending and prepare a budget work plan, we were able to fully fund all of the division projects and spend all of the division allotted funds before the end of the fiscal year so that no monies were forfeited by the agency.

BUILDING COALITIONS

The foundational components of my professional success include the ability to communicate effectively, both verbally and in writing, to build coalitions across varied stakeholder communities. For example, in 2010, I was serving as Chief of EPA's Wetlands and Aquatics Resources and Recovery Branch. Due to major flooding in the Town of Devil's Lake, North Dakota (ND), the State of ND wanted to pump water from Devil's Lake to the lower Sheyenne River. There was a major economic impact to the community, as citizens were losing their homes and businesses due to the flooding. This issue quickly became a priority for ND's political figures.

Devils Lake had a high sulfate content, which had been governed by strict policy for many years. The ND Department of Health submitted a request that the EPA temporarily revise the sulfate water quality criterion so that they could relieve flooding in the town of Devils Lake. However, because the Sheyenne River flowed into the Red River, there were major concerns by the State of Minnesota (MN) and the Canadian government that the sulfate levels would affect their water quality. The Assistant Administrator of the Office of Water (a SES political appointee) appointed me to address this extremely sensitive and politically charged issue. I was determined to bring together the needed stakeholders and develop a final opinion within the 90-day time period given me by the Clean Water Act.

I first instructed the EPA staff to review the science and give me their best recommendation, and then I traveled to Devil's Lake to gain a better understanding of the flooding situation. During

the site visit, I formed productive partnerships with a number of state and federal agency representatives from organizations such as the National Oceanic and Atmospheric Administration, U.S. Geological Survey, U.S. Army Corps of Engineers (USACE), U.S. Department of States (DOS), ND Health Department, and MN Department of Water Quality and Fish and Wildlife Services. Having seen the impact of the flooding, I became personally compelled to assist the state with this issue. I now understood the state's legal and scientific rationale to discharge to the Sheyenne River, and I discussed a number of viable options with the ND Public Health Department.

Next, I sought to convince the State of MN and the Canadian government that the discharge would not have an impact on their waters. The state of MN requested that I meet with the head of their department of environmental quality, the Canadian government, and the DOS to discuss the potential impact to their waters. Remaining tactful and standing behind the science provided by our experts, I assured them that there would not be an impact on their water quality. I then negotiated an agreement with MN and ND to provide continual monitoring of the lake and Sheyenne River so that the Red River would be protected. I found common ground by establishing a clear agreement—if there was an indication of poor water quality, the pumping would stop.

As I worked through these issues, the ND Congress wanted to respond to their citizens' complaints to address the flooding. On two separate occasions I was summoned to meet with ND Senators and Congressional members to provide updates as to where the EPA was in the approval process. I also had to brief staff members at the Counsel of Environmental Quality. Based on my meetings, and the scientific findings and modeling, I made a strong and compelling argument to the Assistant Administrator of the office of Water for a variance approval to make a policy exception to ND.

Ultimately, my interagency communications and negotiations led to highly positive results. The Assistant Administrator gave me the green light to approve ND's request, and I did so within the 90-day time frame. Despite some contentious meetings with stakeholder representatives and an emotional situation for the local residents, I influenced all stakeholders to support my strategy while avoiding counterproductive politics and conflict. ND was allowed to pump water from Devil's Lake in a controlled manner, which alleviated flooding in the nearby town. This initiative also served to strengthen interagency ties and demonstrated the EPA's willingness and flexibility to work with its customers.

Education:

B.S., Microbiology, minor in Chemistry, 1983

Federal Executive Institute, Leadership for Democratic Society, 2009

United States Air Force - Hazardous Material Training

Regulation and Guidance Publications:

- Project XL Rule
This rule was developed for publicly owned treatment works (POTWs) selected to participate in project XL.
- Drinking Water Emergency Response Guidance.
Developed to help small and medium drinking water systems prepare for emergencies
- Wastewater Anthrax Decontamination Protocol.
The purpose of this protocol is to find a safe and economical way of disposing of Anthrax decontaminated wastewater and to give POTWs the confidence to accept such waste.
- Wastewater Emergency Response Guidance.
Developed to help small and medium wastewater systems prepare for emergencies
- Wastewater Threat Guidance.
The purpose of this guidance is to foster vulnerability assessment implementation by wastewater utilities, validate vulnerability assessment and prioritize threat setting and response.

Honors and Awards:

- Agency Award for Excellence
- Agency Gold Metal (2)
- Agency Silver Metal
- Office of Water Manager of the Year – 2008
- Al Gore Hammer Award
- Army Corps of Engineer Medallion
- (5) Office of Water's Bronze Metals